

Address by Admiral Stansfield Turner
Director of Central Intelligence
Armed Forces Communications and
Electronics Association
Sheraton-Carlton House,
Washington, D.C.
Wednesday, 20 June 1979

Thank you very much Bob. This afternoon somebody in my office came up and said, Stan, how did you happen to be giving this speech to AFCEA tonight? I said I didn't have any choice, you see their Director of Corporate Relations is Don Whitmire, I used to play football with him. He was a great big husky all-American; I was a little 175 lb. guard. We would line-up against some big team and there were only two things that could happen to me on any given play. I could get creamed by the fellow on the other side of the line, or I could make a mistake and get creamed by Don Whitmire. And I'll tell you, I prefered the other fellow. So, I have been saying aye, aye to Don Whitmire for 30 some years now and I couldn't turn down this opportunity--that he asked me to be with you tonight.

I understand you had a superb luncheon speaker yesterday, who is an old friend and former boss, Senator Warner, and that he was kind enough to say some nice words about me. I called him up today. I said, thanks John, I have just one more favor to ask, would you mind changing your name to Herblock.

I am indeed pleased to be with this particular association because there is such a close association between you and your industries and us in the intelligence community of our country. I believe that the challenges facing you throughout your business life are very similar to those that

happen to be besetting the intelligence community of our country today.

I would suggest that one of your first challenges is to adapt to the events in the world around us which are, of course, changing all the time. A second challenge you always face is to predict what science and technology are going to bring forth and that you can make available to your customers. And a third challenge, of course, is to anticipate what those customers needs and demands are going to be in the years ahead.

Let me say, how admiring I am of the way in which you have, and continually do meet those three challenges. They are similar to us, or for us, in the intelligence business of our country.

First, we are today I believe, having to adapt to a different perception that the United States has of its role in the world. We are secondly having to adapt to the much greater sophistication in the techniques of collecting intelligence which you and others in related industries are making available to us. Thirdly, we must adapt to a much different attitude upon the public of this country that wants to know more about the activities of its intelligence agencies than perhaps ever before. I would like very quickly to discuss with you how we are trying to respond to these challenges which are so similar to those which you do respond to so well.

First, let me look at the changing perception the United States has of its role in the world. We are, I believe, in a state of transition in public attitudes towards foreign affairs, moving away from an activist interventionist outlook to one which recognizes more clearly the limits on our ability to influence events in foreign countries. We are not

becoming isolationists. Quite the contrary. I believe that we are gradually emerging from our post-Vietnam aversion to intervening on the international scene in almost any way. We are entering today into a national view of the world which is much more reasoned and balanced. Clearly, the United States must continue to play a major role on the world scene. What is different perhaps is that in today's circumstances we must gauge more carefully what that role can be and what that role should be. For instance, look at the difficulty today in simply deciding whom we are for and whom we are against in any international issue. Traditionally, we always were in favor of the fellow that the Russians were against. Today, things aren't quite that simple. In the last year and a half there have been at least two international incidents, conflicts in fact, in which two communist nations were pitted against each other and while the Russians were supporting one of them the other in neither case was a likely candidate to receive our support.

Beyond that, today, it is not nearly so clear that the United States should take sides in every international issue even if the Soviets are pressing for an advantage. The consequences of any nations succumbing to communist influence is not as irreversible as perhaps we once thought. Look back on Indonesia, Egypt, the Sudan, Somalia--all came under substantial communist influence and all have returned to independence. Now what this adds up to is not that we are impotent on the international scene but that our leverage of influence, while still considerable, must be exercised more subtly. We must be more concerned with long term influences rather than just putting our fingers in the dike. And if we want to be able to anticipate rather than simply react to events, we, in the intelli-

gence community of our country must be able to recognize and interpret the underlying themes and forces which we can expect to exert influence over time. For the intelligence world, for the intelligence community this means a vastly expanded scope of our endeavors today.

For instance, 30 years ago our primary concern and focus in intelligence was on Soviet military activities. Today we all recognize that the threat to our national well-being comes not alone from the Soviets and not alone from military matters; we must be equally concerned with politics, with economics, with food resources, with population growth, with narcotics, with international terrorism and with things like technology transfer to name just a few. These are new areas of concern and they represent the expanding areas of intercourse among nations with which we must be concerned in an increasingly interdependent world. I know that many of you, for instance, have had concerns and involvement in the questions of technology transfer. While I have listed it here as a new concern, I would point out to you that the first recorded instance of technology transfer problems for our country was in 1622. Just south of here, near Jamestown, a new colony of 200 settlers was almost wiped out by an Indian tribe. The home company in England immediately dispatched a ship with new military equipment so the settlers could defend themselves against these Indians. They went to the Tower of London, they got body armor and some of the most sophisticated crossbows of that day. When they arrived near Jamestown they handed out the body armor--wasn't much use against Indians. Then they looked at these crossbows and they asked the settlers what is the state of technology in the Indian tribes, and they suddenly realized that to transfer to this continent the technology

of a sophisticated crossbow was more than they could possibly risk and they took them all back to England. That is a true story. So technology transfer problems are nothing new today, though I would suggest today that poor handling of technology transfer can have a much greater impact on our country than that in the days of crossbows.

What I am trying to say is simply that there is not an academic discipline, there is not a geographical area of the world in which we in the intelligence community can afford not to be well-informed if we are going to serve our policy makers well. Thus, this is a more demanding time perhaps than ever before for our intelligence community and it is a time of vast expansion of the subject matter with which we must be intimately concerned.

Now the second trend bringing change upon is the technological revolution in the ways that we collect information. It is a revolution that I hardly need detail to this audience. It is thanks to you, of course, that our national capabilities in the technical area are unequalled in the world today. They are unequalled in overhead photography, they are unequalled in the world of signals intercept. Interestingly, however, rather than denigrating the role of the other form of intelligence collection, the human intelligence agent or the spy, these burgeoning capabilities in photography and signals intercept in fact heighten the importance of the human intelligence element. The more information that our technical systems provide to us the more questions are raised. Generally speaking, a photograph or a signals intercept tells us something that happened somewhere, sometime in the past. When I adduce that to a

policy maker the question usually is, Stan, why did that happen and what does it mean is going to happen next. Discerning the intentions, the plans, the incentives of foreign individuals or foreign nations is the forte of the human intelligence agent.

Thus, today our challenge is not only to be able to absorb and to utilize the vast new quantities of technically collected information but also to be able to pull all of that effort together--the effort from photographs, from signals and from human agents into an orchestrated complementary manner so that we can acquire for this country the information it needs on the international scene at minimum risk and minimum cost. Now I am sure this sounds very logical and very simple to you, but as you all well know intelligence in our country is spread over a vast bureaucracy. It is lodged in many departments and agencies, each with its own particular priorities and concerns. We can no longer absorb and process this flow of technically derived intelligence efficiently if we adhere to our traditional, compartmented, parochial ways of doing business. So, we have seen some fundamental restructuring to accommodate these changes. For instance, a year and a quarter ago President Carter signed a new Executive Order which gave to the Director of Central Intelligence new authority over the budgets of all the national intelligence organizations and authority to direct the way in which they collect intelligence. These processes of settling down and developing a true teamwork between a myriad of agencies and bureaus and organizations is still in the process of evolving. But, it is having a very substantial effect on the whole intelligence apparatus of our country.

The third element driving change today is the increased public attention to intelligence activities ever since the several investigations in the period 1974 to 1976. Those investigations brought to American intelligence more public attention than has ever before been brought to bear on a major intelligence organization. The impact could not help but be substantial and frankly within the intelligence community it has been traumatic. The right kind of public attention can be beneficial both to us and to the American public. By the right kind I mean visibility which gives the public access to information about the general way in which we go about our business and why we are doing it; and which also confirms that the controls which have been established over the intelligence community are being exercised as they were intended to be exercised.

To achieve this kind of right visibility, the intelligence community today is trying to be more open. We are passing more of the information which we gain and produce to you, the American public, through unclassified publication of our studies. We look at an analysis or an estimate that we do and we ask ourselves, if we take out from that that information which would disclose the sources by which we obtain that knowledge and if we take out that information which because our policy makers have a proprietary exclusive on it and is of particular value to them, will there be enough substance left and is the topic of adequate public importance that we should publish it. If the answer is that it would help enlighten American debate on important topics to this country, we do so in unclassified form. In addition to this, we are answering questions from the press more; we are speaking in public more as I am privileged to

do with you tonight; we are participating more in academic conferences and symposia.

I know that your intelligence community is doing an honorable and a vital job for our country and it is doing it well. I personally want you to know as much about it as is compatible with our being able to continue to do that job well. Still, some of the visibility that we have received in recent years is definitely unwanted. Unwanted because it benefits neither Americans nor our friends and allies. Here, of course, I am talking primarily about the unauthorized disclosure of information that has been properly classified. At the least these disclosures have demoralized an intelligence service that has traditionally and of necessity operated largely in secrecy. Far more important though is the destructive effect that such disclosures can and do have on our ability to do what we are mandated to do by the President and the Congress. No foreign country or individual will entrust lives or sensitive information to us if they do not believe we can keep our secrets. It is impossible to carry out the quest for information in a society like that of the Soviet Union, if what we do and how we do it is ultimately found to become public knowledge.

In short, these improper revelations damage our country's long term ability to know what is going on in the many closed societies around the world. Yet, let me hasten to add that in my view this increased visibility that I have been mentioning is a net plus. We do need the understanding and the support of the American public; and we do need to avoid possible abuses. Yet, at the same time we must recognize that with visibility there are also minuses. There are inhibitions on the actions we will

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take, on the risks that we can take. The issue before our country today is how much assurance does the nation want against invasions of privacy or against the possible taking of foreign policy actions that could be considered unethical. How do we balance these desires for privacy and propriety with the resulting reduction in our intelligence capabilities and our covert action potential.

Congress is expected to give expression to this issue of balance shortly. It will do so through the enactment of what are known as charters for the intelligence community. Charters which set forth our authorities, tell us what we are authorized to undertake, establish the boundaries within which we must do that, and create the oversight mechanism for checking on our activities. It is my sincere hope that this Congress will pass these charters during this present session. Written with care and sensitivity to the kinds of problems I have been discussing with you, charters could help to resolve some of these fundamental difficulties. Overreaction either by tying the intelligence community's hands or by creating no controls whatsoever would be a mistake. On the one hand, emasculating our necessary intelligence capabilities, on the other hand inviting abuse.

After all these comments please let me assure you that in my view the intelligence capabilities of our country are strong and sound today. The intelligence community is undergoing substantial change and that is never an easy or a placid process in a large bureaucracy. Out of this present metamorphosis is emerging a new intelligence community. One in which the legal rights of our citizens and the controls and restrictions

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on intelligence activities will be balanced with the necessity of gaining information essential to our foreign policy. This is not an easy transition. We are not there yet, but we are moving safely, swiftly and surely in the right direction. When we do reach our goal, we will have constructed a new model of intelligence, a uniquely American model, one tailored to the laws, the mores and the standards of our society. As we proceed toward this goal in this period of transition which will probably require another two or three years, we will need your understanding and support. For that reason I am grateful to have had this opportunity to be with you tonight. Thank you again for letting me be here and for all you do for us, God bless you.



ARMED FORCES COMMUNICATIONS AND ELECTRONICS ASSOCIATION

Publishers of SIGNAL - Official Journal of the AFCEA

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June 14, 1979

Office of the Director
Central Intelligence Agency
Washington, D.C. 20505

50 June

Dear Commander:

Enjoyed our conversation this morning and am enclosing a copy of the Head Table list for the AFCEA Banquet as we discussed. The following points are to confirm our discussion:

- Dress - Black Tie formal
- Head Table Reception - 7:00-8:00 pm - Delaware Suite, Sheraton Park Hotel
- Dinner - 8:00 pm - Sheraton Hall, Introduction of Head Table Guests at Walk-On by V/Adm Jon Boyes, USN(Ret.), President of AFCEA
- Introduction of Adm Turner - Approximately 8:45 pm following Dinner, by Mr. Robert Gradle, Vice President AT&T and Chairman of AFCEA.
- Mrs Turner - will be seated with other Head Table Wives and be escorted to her table by R/Adm and Mrs Don Whitmire.
- Expected Attendance - Head Table Reception-100 people
- Dinner-1450 people
- Press Coverage - Local and technical media expected
- Audio Tape - Will be done by Hotel and copy can be furnished to you by Ms Judy Shreve
- Parking - Two car parking reserved in front of Sheraton Park Hotel for Adm Turner

I am pleased to learn that you and **██████████** will accompany **██████████** Adm and Mrs Turner. I will have dinner tickets for you both and pass them at the Reception.

462 1970, 7/73
11/12, 2/73
2/5/2000
2/5 Hotel

Sincerely,
Lawrence E. Adams
Lawrence E. Adams
Brig. General, USA (Ret.)
Executive Vice President

LEA; dpb

INTRODUCTION

BANQUET HEAD TABLE

JOHN A. HOLLANSWORTH

Vice President & General Manager, Government Systems Division,
Western Union Telegraph Company

REAR ADMIRAL MILTON J. SCHULTZ, JR., U.S. NAVY

Deputy Director for Tactical C³ Systems, Organization of the Joint Chiefs of
Staff

CHARLES M. DENNY

President, ADC Telecommunications Division of Magnetic Controls Company

EUGENE F. MURPHY

STATIN~~AL~~ President, RCA Global Communications, Inc.

Director of Communications, Central Intelligence Agency

EMANUEL FTHENAKIS

President, American Satellite Corporation

MAJOR GENERAL WILLIAM I. ROLYA, U.S. ARMY

Commander, U.S. Army Intelligence and Security Command

GEORGE J. MEALEY

President, Cincinnati Electronics Corporation

DOCTOR HARRY L. VAN TREES

Principal Deputy, Assistant Secretary of Defense for C³I

JOHN H. SIDEBOTTOM

Vice President, Washington Operations, Raytheon Company

MAJOR GENERAL CHARLES R. MYER, U.S. ARMY

Assistant Chief of Staff for Automation and Communications, Dept. of the Army

DANIEL J. FINK

Vice President & Group Executive, Aerospace Group, General Electric Company

BANQUET HEAD TABLE

Page 2

THE HONORABLE WILLIAM F. BOLGER
Postmaster General, United States Postal Service

LAURENCE J. ADAMS
President, Martin Marietta Aerospace

VICE ADMIRAL SAMUEL L. GRAVELY, JR., U.S. NAVY
Director, Defense Communications Agency

ROBERT H. MITCHELL
Senior Vice President & Group Executive, Aircraft Systems Group, E-Systems, Inc

DOCTOR GERALD P. DINNEEN
Assistant Secretary of Defense for C³I

THOMAS A. CAMPOBASSO
President, Electronics International Operations, Rockwell International Corp.

ARTHUR A. COLLINS
President, Arthur A. Collins, Inc.

COLONEL EARL F. VAUGHN, U.S. AIR FORCE
Senior Chaplain, Arlington, United States Air Force

ROBERT E. GRADLE, CHAIRMAN OF THE BOARD, AFCEA
Vice President, Government Communications, American Telephone & Telegraph Co.

ADMIRAL STANSFIELD TURNER, U.S. NAVY (RET.)
Director, Central Intelligence Agency

DOCTOR JOSEPH A. BOYD
Chairman and Chief Executive Officer, Harris Corporation

THE HONORABLE WALTER B. LABERGE
Under Secretary of the Army

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Page 3

DOCTOR JOHN L. MCLUCAS

Executive Vice President, International Communications and Technical Services,
Communications Satellite Corporation

THE HONORABLE JAMES H. QUELLO

Commissioner, Federal Communications Commission

DONALD O. KISER

Senior Vice President & General Manager, Electronic Systems Group,
GTE Sylvania Incorporated

DOCTOR ROBERT J. HERMANN

Special Assistant for Research, Development and Logistics to the Acting
Secretary of the Air Force

C. ANTHONY CHAPMAN

President, Racal Communications, Inc.

LIEUTENANT GENERAL THOMAS M. RIENZI, U.S. ARMY

Deputy Director General, NATO Integrated Communications Systems Management
Agency

ROBERT P. HENDERSON

President, HRB-Singer, Inc.

LIEUTENANT GENERAL PHILIP D. SHUTLER, U.S. MARINE CORPS

Director of Operations, Organization of the Joint Chiefs of Staff

BERTRAM B. TOWER

Chairman of the Board, ITT World Communications, Inc.

MAJOR GENERAL (P) HILMAN DICKINSON, U.S. ARMY

Director of Command, Control and Communications Systems,
Organization of the Joint Chiefs of Staff

EARLE C. WILLIAMS

President, The BDM Corporation

BANQUET HEAD TABLE
Page 4

MAJOR GENERAL JAMES M. ROCKWELL, U.S. ARMY
Director, Joint Tactical Communications Office, TRITAC

JAMES R. MELLOR
President and Chief Operating Officer, AM International, Inc.

MARK K. MILLER
Vice President, Systems Acquisition, The Boeing Aerospace Company

MICHAEL J. KELIHER
Vice President & General Manager, Information Systems Division, Honeywell Inc.

(Admiral Boyes in first seat unannounced)

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BANQUET PROGRAM

AFCEA **79**

*DCI spoke
here 6/20/79*



PROGRAM

UNITED STATES AIR FORCE CEREMONIAL BAND

Introduction of Head Table

JON L. BOYES
Vice Admiral, USN (Ret.)
President, AFCEA

Presentation of Colors

JOINT MILITARY COLOR GUARD

Invocation

COLONEL EARL F. VAUGHN, USAF

Salute to the Armed Forces

A Medley of Service Songs
UNITED STATES AIR FORCE BAND

DINNER

★ ★ ★ ★ ★

Presiding

ROBERT E. GRADLE
Chairman of the Board, AFCEA

Introduction of the Banquet Speaker

by
ROBERT E. GRADLE

Banquet Speaker

ADMIRAL STANSFIELD TURNER, USN (Ret.)
Director
Central Intelligence Agency

Presentation to
ARTHUR A. COLLINS
David Sarnoff Award

Presentation to
ROBERT E. GRADLE
Distinguished Service Gold Medal

Closing Remarks
ROBERT E. GRADLE
Adjourn

HEAD TABLE

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Chaplain, United States Air Force

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Vice President and General Manager, Marketing Services Information Systems Division, Honeywell Information Systems

JON L. BOYES

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ARMED FORCES COMMUNICATIONS & ELECTRONICS ASSOCIATION

**Military Preparedness
Through
Command & Control
Electronics
Computer Technology
Communications**



